



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams

List of Primary Successes and Menu of Options for Institutional Consideration

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Name of Institution: City College of San Francisco

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Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
The college was able to leverage technology during COVID to meet the students' needs.	
Free City is a program that provides residents free tuition.	
Virtual counters appear to have worked well while in COVID remote operations.	
The college has a Reimagining the Student Experience (RISE) program for Guided Pathways.	
Resource center successfully provides chromebooks, food cards, and transportation support.	
The Equity Road Show provided opportunity in the student center to discuss cultural competency and relevancy.	

Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments
A. Student Affairs Division: Administrative structure and staffing	<ol style="list-style-type: none"> Explore, adopt and adapt a Student Services organizational structure which supports 12,000 to 14,000 FTES. Review the operational workflow of RISE to map the student journey with associated estimates of students supported on a semester basis (e.g., identify the busy times for enrolment services, financial aid, counseling) to determine resource allocation based on demand by time frame. Explore, and where feasible create, cross-functional positions (e.g., support enrollment service, info center, or financial aid). Determine where services can be centralized and digital hubs can be placed throughout the various campus locations. 	<ol style="list-style-type: none"> For enrollment, Dual Enrollment opportunities for High School students: https://www.bakersfieldcollege.edu/earlycollege El Camino College has a good website for Academic Counseling: https://www.elcamino.edu/support/counseling/index.aspx Bakersfield College uses starfish to conduct OnLine Help: https://www.bakersfieldcollege.edu/counseling Cost/Benefit Analysis of the Return on Investment of providing shuttle service across the City to main campus: https://www.insidehighered.com/news/2016/09/15/community-colleges-negotiate-transportation-options-get-students-class

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B. Student Affairs Division: Enrollment Management	<ol style="list-style-type: none"> 1. Complete an inventory analysis of technology and applications associated with enrollment management to determine overlap, frequency of use, training opportunities, and opportunities to scale the use of technology. 2. Update the enrollment management plan on the basis of the structure of Student Services and RiSE, and activate the plan with cross-functional teams, consistent meetings, and college-wide communication. 3. Reset student expectations of program and service availability given the decline in enrollment. 4. To create an easier enrollment process for students, review the enrollment process including online. Consider offering activities in which staff, faculty, and administrators experience first-hand the enrollment process and search for classes to meet schedule needs; gather feedback and suggestions for improvement; invite personnel at all levels from across the college to participate. 5. To help students make informed scheduling decisions, utilize a long-term schedule which is based on comprehensive education plans and students' informed educational goals. 6. Tap into new student populations through outreach and other efforts. 7. Utilize the Strategic Enrollment Management Applied Solution Kit available on the Vision Resource Center to identify best practices and examples of strategic enrollment plans. 8. Conduct a comprehensive study to better understand how to recruit and meet the needs of "untapped" student populations, for example adult learners. 9. Build dual enrollment into the institutional enrollment management plan. Examine the possibility of starting with the new requirement that ethnic studies be incorporated into 7-12 grade curriculum (AB 2016). 10. Evaluate different course and program offerings tailored to support disparate student populations; implement those that fit CCSF's mission and students' needs best. 11. Identify students who have left without completing or transferring, and contact them to find out why they left. Then analyze the extent to which specific subthemes emerge among their reasons (e.g., child care, work schedule, financial ability to pay) that might be amenable to college intervention, and design and pilot such interventions accordingly. 	<ol style="list-style-type: none"> A. Addressing Student Needs and Tapping into New Populations— Best Practice Research: <ul style="list-style-type: none"> • Strategies to Recruit Students Through Employer Partnerships https://www.dropbox.com/s/bwk94do1hqn70d0/31112-Recapturing-Adult-Learner-Enrollments.pdf?dl=0 • Adult Learner Recruitment Toolkit https://www.dropbox.com/s/wlwjq99k7np9gom/Adult%20Learner%20Recruitment%20Toolkit.pdf?dl=0 B. LAOC Strong Workforce Regional Study: The LAOC region is leveraging SWP funds to conduct a comprehensive study called Strategy Innovation and Marketing (LA SIM) to collect data about how the public and potential students view community college, what they are saying are barriers to applying/enrolling, etc., to inform marketing and enrollment management practices at the 19 colleges. Contact for study: Erin Steinberger (moore_erin@smc.edu). C. Vision Resource Center: https://visionresourcecenter.cccco.edu/ D. Book by Bailey et al: https://www.insidehighered.com/blogs/confessions-community-college-dean/redesigning-america-s-community-colleges-response E. Enrollment management plan examples: <ul style="list-style-type: none"> • https://www.acbo.org/files/Enrollment%20MGMT/ACBO_EM_STOUP.pdf • https://www.monroeccc.edu/finance/StrategicEnrollmentManagementPlan_2015-2018.pdf • https://www.pcc.edu/resources/academic/enrollment/management-plan.html • http://blogem.ruffalonl.com/2014/06/26/ten-strategies-strengthening-community-college-enrollment-student-success/ • https://www.aacc.edu/intranet%5CLSS/file/Recruitment%20and%20Retention%20Practices%20at%20Maryland%20Community%20Colleges%20-%20Anne%20Arundel%20Community%20College.pdf • https://www.caquidpathways.org/ F. Review cancellation policies and principles for enrollment management from other colleges and the Senate:

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		<ul style="list-style-type: none"> • ASCCC: http://www.clpccd.org/education/documents/stateas_position_em.pdf (refer to page14) • Sacramento City College: https://dms.scc.losrios.edu/alfresco/d/d/workspace/SpacesStore/47fedc6c-829a-4fd2-b514-4d279657e5ba/Class%20Cancellation%20Guidelines%20April%202010.doc G. Book: https://www.insidehighered.com/blogs/confessions-community-college-dean/redesigning-america-s-community-colleges-response H. Review the RP Group's study on student support factors that lead to success: https://rpgroup.org/Our-Projects/Student-Support-Re-defined/SuccessFactorsFramework
c. Student Affairs Division: Budget and Fiscal Resources	<ol style="list-style-type: none"> 1. Conduct an impact analysis of categorical and general fund expenditures by program that is crosswalked with the numbers of students served; use the results in planning. 2. Align planning and budget. Determine the most financially efficient approach to a centralized/digital service delivery. 3. Given the current FTE level, consider consolidating in-person services to the main campus. 4. Leverage categorical resources with General Fund available resources to support a more cross-functional approach to service delivery. 5. Develop an internal method through the participatory governance process to report on the budget and planning process. 6. Establish a transparent integrated budget and planning process that includes linkages to program review, assessment and resource allocation. 7. Evaluate alternative revenue budget allocation models that are not solely FTES-generation based (for example, ones that use factors such as physical footprint, infrastructure needs, etc.), and consider modifying the existing model in accord with the findings. 8. Develop and implement an integrated database system that meets the following criteria: <ol style="list-style-type: none"> a. Facilitation of planning across units and initiatives b. Ease of use and clear documentation c. Transparent planning processes and accessible plans 	<ol style="list-style-type: none"> A. Improving Revenue Generation and Resource Allocation <ul style="list-style-type: none"> • Models/Examples <ul style="list-style-type: none"> ○ Description of Alternative Budget Models at Hanover Research: https://www.hanoverresearch.com/insights-blog/6-alternative-budget-models-for-colleges-and-universities/ ○ North Orange Community College District Budget Allocation Handbook (a basic aid district): https://www.nocccd.edu/files/distbudgetallocationhandbookapril2013_91954.pdf • California Community Colleges Resources Allocation Models <ul style="list-style-type: none"> ○ http://www.sjeccd.edu/AdministrativeServices/Documents/001_Summary%20-%20California%20Community%20College%20Resource%20Allocation%20Models.pdf B. Group Process Consultants: C. Government Finance Officers Association: https://www.gfoa.org/consultin D. There are several consultants who assist in evaluating allocation models. Among them, San Jose-Evergreen CCD used the services of Roy V. Stutzman to review their budget allocation model (contact: rstutzman@aol.com). E. Education Trust produced a series of reports on outcomes-based funding and ensuring equity; these reports informed components of SCFF and may be valuable as the District reviews a SCFF-modeled formula for local allocations. The

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	<ul style="list-style-type: none"> d. Robust reporting features including historical reporting that allows users to have copy of plan and provides for aggregate reporting to inform allocations and strategic planning e. Efficient planning process that minimizes duplication of systems and efforts f. Budget development connected to integrated planning 	<p>series is available at https://edtrust.org/the-equity-line/can-equity-bought-outcomes-based-funding/</p> <p>F. Vision for Success: https://foundationccc.org/Portals/0/Documents/Vision/VisionForSuccess_web_2019.pdf</p>